Alumna Mary Wickes has appeared in eighteen New York stage productions, more than thirty films, dozens of television shows, and more than 300 stock company dramatic and musical productions. Famed for her many comedy roles, she is also a serious dramatic performer who thinks of herself as "an actress who can play comedy."
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New Key to Understanding The Brain

By Frank O'Brien

A single living cell contains thousands of different forms of proteins, each with a different but vital role to perform. Two Washington University medical scientists in the Department of Psychiatry are using proteins specific to brain and other nervous tissue as powerful tools in the exploration of the brain and its workings.

Two research scientists in Washington University's Department of Psychiatry are in the forefront of a new method of exploring and mapping the brain which is yielding important results both in better understanding of the brain and in the possibility of new diagnostic methods for multiple sclerosis, strokes, tumors, and perhaps eventually, psychiatric disorders.

Blake W. Moore, Ph.D., has been a pioneer in the discovery and identification of certain proteins that are specific to the brain. Boyd K. Hartman, M.D., has been collaborating with Dr. Moore in mapping the location of these proteins as powerful clues to how the brain works and in investigating their use as new diagnostic tools. Both have joint appointments in the School of Medicine: Moore as professor of biochemistry in the Psychiatry Department and as associate professor of biological chemistry; Hartman as associate professor of neurobiology and as associate professor of psychiatry.

Proteins are the very foundation of life. Perhaps the most complex substances known, they exist in enormous numbers: a single cell contains many thousands of different forms. Each protein, in turn, is a complex structure consisting of chains of hundreds of smaller molecules linked in different specific sequences. Yet, despite this complexity, many proteins have been identified, their structure determined, and their functions discovered.

Many proteins are common to all cells. Some proteins, however, are found only in the cells of specific organs. It is these "organ-specific" proteins which enable the cells of a given organ to carry out their unique functions.

Insulin is an example of an organ-specific protein: it is made only in the pancreas. Among other known organ-specific proteins are hemoglobin in the red cells, albumin in the liver, and myosin in muscle tissue.

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Dr. Moore came to Washington University in 1956 to do cancer research with the late Dr. Edmund V. Cowdry. "I'm really a protein chemist by trade," he says, "and Eli Robins (Wallace Renard Professor of Psychiatry and for many years chairman of the Department) first interested me in the nervous system. I did some consulting work with him and finally decided, at his invitation, to join the Psychiatry Department. I've been here for fourteen years."

Dr. Moore, of course, was familiar with research being done on organ-specific proteins, so when he began working with the nervous system, the idea of looking for brain-specific proteins seemed obvious. "The brain has specific functions," he reasoned, "so it certainly should have specific proteins."

It has been satisfying work, according to Dr. Moore, "because it is one of those projects in biology where you start out with a definite goal and then at least partially achieve it."

"In general," he relates, "I started out to look for proteins that are specific to the nervous system and are found in no other organs. I also put another restriction on my goal: that the protein identified had to be general to all species, or at least to all vertebrates. If a protein is retained in the nervous system over the course of evolution, it follows that it must be essential for the functioning of the nervous system."

There had been scattered work on brain-specific proteins before Dr. Moore's, but he was really the one who put it together and is considered the originator and founder of what is now a field of research being pursued in laboratories throughout the world.

During the fourteen years that Dr. Moore has been working on the problem, he and his colleagues have succeeded in isolating and identifying six brain-specific proteins. Of the six, substantial work has been done so far only on the first two isolated: S-100 and 14-3-2 (technical names derived from the purification process).

The methodology Dr. Moore employed in isolating S-100 has been standard procedure ever since in both his laboratory and in other brain-specific protein research centers throughout the world.

The first step is to grind up brain tissue (Dr. Moore uses fresh beef brain obtained from a local slaughterhouse) and centrifuge it at high speed to sep-
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arate out the soluble proteins. Brain tissue is characterized by a high proportion of relatively small and highly charged proteins, compared with other tissues such as liver or heart. The soluble proteins then undergo successively more refined purification, using chromatography and gel electrophoresis, until the pure protein is obtained.

Since the functions of these brain-specific proteins is still unknown, no assay, or quantitative measurement, based on their functions can be done as it can with enzymes. Instead, a method known as immunoassay is employed.

This method first requires the preparation of specific antibodies by immunizing a laboratory animal with the pure protein. Blood is then taken from the animal and the serum is used as a source of the specific antibodies. These antibodies have the particular property of recognizing the specific proteins and attaching to them. The method is so sensitive that it can detect as little as one ten-billionth of a gram of the specific protein.

When S-100 was first identified, Dr. Moore, using the immunoassay method, spent a great deal of time and effort in trying to be sure that the protein was present in other species, in line with his conviction that such proteins should be present in at least all vertebrate species if they are connected with truly fundamental functions of the nervous system. One summer, he employed a medical student to bring in as many different kinds of brain tissue as possible from slaughterhouses, animal pounds, and farms. He also enlisted the help of the St. Louis Zoo, which furnished brain tissue from such diverse species as ostrich, rhinoceros, and snake. The protein was found in the brains of all of the species examined.

“The research showed,” Moore pointed out, “that the protein was apparently present in all vertebrate species and that the structure of S-100 was similar enough in all of these species to give a close immunological reaction, which means that it was relatively invariant during evolution as would be characteristic of a fundamental component of brain tissue.”

While S-100 and 14-3-2 are present only in vertebrates, another brain-specific protein that is not in vertebrate tissue, but has been identified in all members of the mollusk family, has been discovered by Dr. Moore, working in collaboration with Antonio Giuditta at the Naples Zoological Station in Italy.

D R. MOORE travels regularly to Italy to work with colleagues in his field, many of whom are his former postdoctoral students. The Italian connection came about through his collaboration with Rita Levi-Montalcini, former professor of biology at Washington University, who has earned an international reputation for her research on the development of the nervous system. She is now head of the Laboratory of Cellular Biology in Rome, which partly because of the presence of several former students of Blake Moore, is one of the world centers of brain-specific protein research.

There are at least twenty groups of scientists in laboratories in England, Germany, Sweden, Denmark, France, Russia, and Japan, as well as in the United States and Italy, working on the proteins Dr. Moore isolated.

While the functions of the proteins discovered so far are still unknown, there are some promising leads. “S-100 is a highly unusual protein in that it binds calcium,” Dr. Moore points out, “and when calcium is bound, the shape of the S-100 molecule changes, allowing it to attach to biological membranes. What
Fluorescence photomicrograph shows immunohistochemical localization of a brain-specific protein localized to neurons grown in tissue culture.

this change means and what function it performs may be decided eventually by localization of the protein at the electron microscope level.”

BOYD HARTMAN came to Washington University as an intern in pathology with the idea of working eventually in neuropathology. He then studied for two years at the National Institutes of Health, under Dr. Sidney Udenfriend. It was at the NIH that he began to work on the problem of identifying neurons with regard to their specific neurotransmitters. (Neurotransmitters are the chemicals secreted by neurons that allow nerve impulses to be transmitted from one nerve cell to another.) This procedure also involved the use of specific antibodies, in this case, to the enzymes that synthesize the nerve transmitters.

When Dr. Hartman returned to Washington University, he continued this research while taking his residency in psychiatry. The attraction to psychiatry was mainly due, he relates, to the exciting group of neurobiologists Eli Robins had managed to attract to the Department. After completing his residency, he went on the staff to continue his research.

In his research, Dr. Hartman employs the techniques of immunohistochemistry, developed in 1942 by Dr. Albert Coons and widely used today by immunologists and endocrinologists. He was the first to apply the tool to try to gain a better understanding of the complexities of the brain.

Immunohistochemistry uses the same special ability of antibodies to recognize and attach to their corresponding particles that is used for immunoassay. In immunohistochemistry, however, a visible marker (the fluorescent dye, fluorescein) is first attached to the antibodies. Then, tissue prepared for microscopic examination is treated with the antibodies.

The antibodies selectively attach themselves to the proteins in the tissue. Under examination with a special microscope, it becomes possible to observe the precise location of the protein in the tissue by the presence of fluorescence. This technique can be applied to the localization of any protein for which one has specific antibodies.

“My special interest,” Dr. Hartman emphasizes, “is in understanding the biochemical organization of the brain—not only what types of cells are where, but what biochemicals are localized in individual cells. The immunological method offers a means of obtaining this type of information.”

The cellular localization of neurotransmitters is particularly important because most of the drugs used in psychiatry seem to act by altering some aspect of transmitter metabolism. When one has completely mapped the localization of a transmitter substance, the result is what amounts to a biochemical wiring diagram.

By localizing the enzyme that makes noradrenalin (one important neurotransmitter related to the hormone adrenalin), Dr. Hartman has been able to show that a specific group of nerve cells within the brain innervates the brain’s small blood vessels. In collaboration with Dr. Marcus E. Raichle of the Department of Neurology and Radiation Sciences, he has found that these nerve cells exert a regulatory effect not only on the flow of blood to specific regions of the brain but also on the permeability of the capillary blood vessels. The rate at which different substances enter the brain from the blood stream can be controlled by the brain itself. This finding may have clinical applications in a number of neurological problems, such as stroke.
Dr. Blake W. Moore, who has joint appointments in the Departments of Psychiatry and Biological Chemistry, with the immunoassay analyzer he uses to isolate and identify brain-specific proteins.

Dr. Hartman summed up much of brain research when he said in one recent interview: "The anatomy is the key piece of information that links biochemistry and physiology. Once one understands which neurons go where, it is much easier to determine the appropriate physiological functions to study."

The work of both Dr. Moore and Dr. Hartman has in common the use of antibodies prepared to specific proteins. It was, therefore, natural that eventually they would start working together. Their initial project was simply to apply immunohistochemical methods to the localization of Moore's S-100 and 14-3-2.

There are two major classes of brain cells: neurons, or nerve cells, that transmit the electrochemical messages within the brain, and glial cells which actually outnumber the neurons, but whose function is not so well understood.

Although earlier, using more indirect biochemical and physiological methods, Moore had determined that S-100 was in glia cells and 14-3-2 in at least some neurons, Moore and Hartman now have determined through immunohistochemistry that S-100 occurs in all glial cells, while 14-3-2 is exclusively present in very specific groups of neurons and completely absent in other neurons. These two proteins, therefore, are not only specific to the brain but are also specific to certain cell types within the brain.

These findings have been used to advance further the understanding of brain organization in general. For example, Dr. Mauro Cimino, who has come from Dr. Levi-Montalcini's laboratories in Rome to work as a postdoctoral fellow with Moore and Hartman, has just completed a study with these investigators that has shed new light on the difficult
Both neurons and glia are derived from the same embryological cell type. During the development of the brain, something happens that causes some of these cells to differentiate into neurons or glia. Up until now, one had to wait until the cells developed the characteristic shape of either neurons or glia to study the developmental progress.

It has now been found that long before these structural changes occur, biochemical events are occurring in the primitive cells that determine the outcome. Cells destined to become glia cells start making S-100 long before structural changes give any clues to their development. It has therefore been possible to identify and study the behavior of primitive glial cells much earlier than was previously possible.

It is extremely important to understand thoroughly the process of cell differentiation not only to increase knowledge of brain development but also because in cancer one of the problems seems to be a reversal of this process—with the formation of a more primitive type of glial cell that multiplies and invades surrounding tissue.

A POSSIBLY important clinical application has come from these investigations of brain-specific proteins that has led to a collaboration of Moore and Hartman with Dr. John Trotter, director of the Multiple Sclerosis Clinic of the University's Neurology Department, and Dr. Harish Agrawal of the Department of Pediatrics.

Dr. Agrawal has developed and purified antibodies to proteins specific to myelin, the membrane coating around nerve fibers which acts as insulation.

When any disease attacks the nervous system and results in the breakdown of cells, the brain-specific proteins are released and eventually find their way into the blood and the spinal fluid. Preliminary evidence suggests that it may be possible to obtain useful information about the specific cell types being damaged as well as the rate of progression of disease process by simple analysis of the blood or spinal fluid for the presence of the proteins.

For example, tumors of glial cells are the most common type of brain tumor, so a high level of S-100 in the blood might be a good indicator of the presence of that type of cancer. Multiple sclerosis, on the other hand, specifically destroys the myelin cells and one would presumably find high levels of myelin proteins in the blood and spinal fluid. The principle, in both cases, is exactly the same as the present use of blood levels of heart enzymes to diagnose heart attacks.

This work is being supported by the Multiple Sclerosis Society, the National Institute of Neurological Communicative Disorders and Stroke, and the Kroc Foundation.

While brain-specific proteins may have important potential for clinical diagnosis, the main purpose of the research in the field is to try to gain a better understanding of how the brain works. This kind of research, in the opinion of both Moore and Hartman, may eventually lead to solutions to much deeper mysteries of the brain. Although much has been learned about the brain already, almost nothing is known about the basic biochemistry of the mechanisms involved in learning and memory, creative thought and emotion.

"Psychiatry is behind the rest of medicine, in terms of understanding the normal functions that may be disturbed by illness," Dr. Hartman admits, "but this is primarily because the brain is so complicated. However, the existence of departments, like ours at Washington University, which are attempting to solve these problems, is an important first step."

Research on brain-specific proteins is just one of the many leads into the nature of the brain and behavior being vigorously pursued in the University's Department of Psychiatry, often in collaboration with other departments both at the School of Medicine and on the Hilltop campus.

DURING HIS TWELVE years as head of the Department of Psychiatry, Eli Robins built an academic department in which research and new knowledge are major goals. While most academic psychiatry departments have taken a psychoanalytic and psychodynamic approach, the Washington University department has followed a classical medical model, where both research on the biochemical level and systematic clinical studies have been given emphasis.

When Dr. Robins' portrait was unveiled at the School of Medicine recently, Dr. Samuel B. Guze, vice chancellor for medical affairs and present chairman of the Department of Psychiatry, summed up the approach the department had taken under Dr. Robins' guidance. In a recent issue of this magazine, his remarks were reported in full. In the context of the work being done by Drs. Moore and Hartman, the last paragraph bears repeating:

"We believe that research of all kinds is needed: neurobiologic, genetic, clinical, sociologic, epidemiologic. We recognize that scientific psychiatry depends on understanding how the brain works and how people react to varying familial, social, and cultural forces. We believe that there is no conflict in these twin goals."
MORE THAN 280 high school students, mainly juniors with a sprinkling of sophomores, participated in the University's third annual Sample College this summer.

Designed for the college-bound, academically strong student, the mini-college offered eleven sample courses, ranging in length from a half day to six weeks and in tuition from $2 to $100. A major feature were the bag lunches, held outdoors in good weather, where students and faculty could meet for informal discussions.

Among the college's offerings this summer were workshops in art, stage production, early music, and modern dance. An intensive six-day survey of science covered biology, biomedicine, earth and planetary sciences, chemistry, physics, engineering, and mathematics. The program also offered seminars and courses in architecture, anthropology, archaeology, sociology, psychology, economics, political science, pre-law, and law, and library research.

As in past years, the students represented a good balance in sex, race, and background. They came from public, private, and parochial schools; from city and suburban schools; from the Greater St. Louis area, and from small towns in outlying areas of Missouri and Illinois. They had one thing in common: a lively interest in what college is all about, especially Washington University.

In the sciences course, fifty-six students were enrolled: twenty-seven male and thirty female, from twenty-five different schools; the social studies seminars drew students from twenty-five different schools, the pre-law course from twenty-seven.

An impressively high percentage of the students who participated in the first two Sample Colleges have applied for admission to Washington University, according to Margaret Dagan of the Admissions Office, who organized the program.

DAGAN POINTS out that the Sample College is really made possible by the "institutional loyalty and generosity of the faculty," who all participated as unpaid volunteers—and whose departments even furnished the soft drinks to go with the bag lunches.

"The faculty seemed very eager to let us know about WU and what they teach and do research on. I felt that they would talk your ear off because they were so eager to tell people about their work."

Brad Ems, Bayless High School.
As part of the Earth and Planetary Science section of the sciences course, students went on a fieldtrip to Rockwoods Reservation in St. Louis County. At left, Professor Harold L. Leven discusses a rock specimen with students.
Above: students John McDaniel and Marianne Baer get practical experience at Edison Theatre as part of their stage production course. At left, the modern dance workshop held in cooperation with the Mark Twain Institute.

"I got a better sense of what college is. Students in class have a lot of individual work—it's up to you. It's also a good transition: it allows you to see whether you can be with a group of people you don't know."

Carol Godt, Kirkwood High School.
Below: James H. Burgess, professor of physics, was the lecturer on physics and chemistry during the science course.

"I liked the whole program because throughout high school you hear about college and here you get a better view of it. I saw how well I could sit through lectures when I wasn't interested in them, although I was interested in most of them."
Ronald Cotton, Vashon High School.

An important part of the Sample College experience for the high school students were the informal "bag lunch" discussions with University faculty members.
The Summer Art Workshop, directed by Professor Stanley Tasker, offered a five-week workshop in drawing, painting, sculpture, and design.

"I've learned how much competition there is. At high school I was pretty good, but here I can't touch some of the people. It's given me more realistic expectations and will push me to work harder."
Dan Dowd, Rosary High School.
Sample College high school students enjoy a conducted tour of the University's cyclotron facilities. Roland Head, senior cyclotron engineer, explained the equipment and the experiments being conducted.

"I've considered Washington University before but now I know what it is like. The school is making an investment in you as well as your making an investment in it—a point they make rather than just selling the school."

Todd Horwitz, Ladue High School.
Alumna Mary Wickes has appeared in eighteen New York stage productions, more than thirty films, dozens of television shows, and more than 300 stock company dramatic and musical productions. Famed for her many comedy roles, she is also a serious dramatic performer who thinks of herself as “an actress who can play comedy.”

The Mary Wickes Story

By Dorothy Brockhoff

Nurses are favorites of playwrights, Shakespeare created Juliet’s gar­rulous old confidante; Rodgers and Hammerstein, Ensign Nellie Forbush; and Moss Hart and George S. Kaufman, Miss Preen. But, probably no actress has played a variety of RN’s more successfully than alumna Mary Wickes.

She created the Miss Preen role in The Man Who Came to Dinner and Monty Woolley the part of the irascible Sheridan Whiteside. A friendly bur­lesque on Alexander Woollcott, the play’s plot centers on Whiteside, who breaks his hip while a guest for the evening and spends a month meddling in the affairs of the family who had invited him to dine. The doughty old gentleman get his comeuppance from acerbic nurse Preen.

As Miss Preen, Mary Wickes scored a major triumph and was asked to play the same role in the movies a year before filming at the Warner Brothers studio actually commenced. Kaufman himself nego­tiated her contract. Later Woolley and one other member of the stage company were asked to recreate their original roles in the film.

More recently, Miss Wickes portrayed still another nurse in the television series “Doc,” which millions of viewers watched each week. Making fictional ladies in white come alive has never been difficult for the talented Mary Wickes. Nowadays, however, she feels a special empathy for her “make believe” Florence Nightingales because she herself has given some 3000 hours of service as a volunteer at two Los Angeles hospitals. Naturally gregarious, she is able to establish a camaraderie with patients, as she works in partnership with the chaplains there to console and cheer.

In appreciation of her important contribu­tions, she has been cited by both the Hospital of the Good Samaritan and the UCLA Center for the Health Sciences, where she is a member of the Board of Directors of its Medical Auxiliary. Two nurses’ associations, one in New York and the other in California, have made her an honorary member of their groups because of the recognition she has brought to their profession.

Somehow, she manages to balance these extracurricular activities with her many professional commitments which include not only her roles in the world of medicine, but in a potpourri of other situations that demonstrate her remarkable versatility.

She has created roles in eighteen New York stage productions, more than thirty major motion pictures, and many of the important dramatic and comedy programs on television. She has also played in more than 300 stock company dramatic and musical productions. In St. Louis this summer to play Katie in Meet Me in St. Louis at the Municipal Opera, a role she created there seventeen years ago, Miss Wickes discussed her ability to switch roles as deftly as a chameleon does colors.

Predictably, she began her remi­niscing with a lighthearted putdown about having spent more time push­ing Woolley around in a wheelchair than the average trained nurse. This experience established her not only as a woman of envious energy, but also as an expert comedienne. Careful students of the theatre and those who have followed her development as an actress have come to identify specific characterizations by other actresses as having been performed in the “Mary Wickes style.” It is not something she consciously developed,
but, nonetheless, it explicitly describes what has come to be regarded as her own special trademark.

But comedy is not her only forte, although she admits that she prefers to make an audience laugh rather than cry. "I think of myself as an actress who can play comedy," she said emphatically. "Technically, I know how to construct something to get a laugh. Because I can do that, the reverse is much simpler. I can play tragedy, but it took Walter Pritchard Eaton, Dean of the School of Drama at Yale University and Chairman of the Board of the Berkshire Playhouse, a long time to convince me that I could.

"For some two years, he did his best to persuade me to play the leading role in Maxwell Anderson's *Elizabeth the Queen*. I was reluctant to try because I feared that audiences, accustomed to watching me play comedy roles, would not buy me as a dramatic actress. I was wrong. They accepted me without reservation, and I enacted the role with great success.

"Quite often, I've been able to couple comedy with pathos. In an episode of 'Doc,' for example, there was a definite comedic theme. A widower decided that I was just the ticket for him. Then, he got cold feet and concluded that he didn't want to marry me. Instead of having me act the clown and throw something at him, the writers let the audience know that I was really touched by his rejection and felt it. If you can do both —get people to laugh and then get a catch in their throats—that's quite a combination."

John Cheever underscored her ability to do both some years ago when she played the lead in Kaufman's version of his short stories, *Town House*. Said Cheever, currently on the bestseller list for his novel *The Falconer*, "Her performance seems to me to have a richness far beyond its obvious pathos and com-
edy. What is most remarkable is her restraint. She creates a character who is first of all comical, yet also deeply human and admirable. She is no mere buffoon, soliciting laughter from other open-mouthed goons, but a woman with a mind and heart.

Kaufman, one of the greats of the American theatre, chose Mary Wickes for roles in five of his plays. "I was scared to death of him when I first met him, of course, because he was the great God of comedy," she recalled. "If you were an actress, you couldn't ask for anything better than to work for him. We kept up a rapid fire correspondence for years. Usually, I don't save letters, but his were so funny and came right to the point." In one of these letters he wrote: "You are my favorite comedienne. These are no idle words, by the way."

Orson Welles was another Wickes fan. He described her "as one of the most versatile of younger American actresses." Said Welles: "She skips lightly from the role of a 50-year-old New England housekeeper in One Good Year, to an eccentric female in Spring Dance to Little Mary in Stage Door to the Scotch housekeeper in Father Malachi's Miracle. Although she has been in the theatre only about five years, she has played more than 50 roles in support of Ethel Barrymore, Ina Claire, Gertrude Lawrence, and others of stellar magnitude."

Since that time, she has appeared with many more stars of stage, screen, radio, and television, including Ethel Merman, Mary Martin, Jimmy Stewart, Bette Davis, Walter Huston, Rosalind Russell, Spencer Tracy, and Ezio Pinza.

Mary Wickes seemed equally impressed with the enigmatic Welles. She described life as a member of his Mercury Theatre as "dynamic," "a whale of a good time," "a hectic grind of activity," "a dramatic education," and, "just this side of being totally crazy."

None of her varied experience, however, had quite prepared her for working with the hyperactive team of Abbott and Costello in Who Done It. She was accustomed to following a script; they improvised as they played each scene. She recalled that in the screen test she made with them "we must have ad-libbed for about fifteen minutes. I never was sure what the heck was coming next, but somehow I was able to keep up with them. And that's the way we worked. Except for a few plot lines (they had to stick to some framework), we traded repartee swiftly and the result was scenes which left them and the audience laughing hilariously."

Requiring still another change of pace are the television shows she has done for the crayon set. "Dennis the Menace" is the classic, of course, but probably the most offbeat and innovative was the Saturday morning series, "Sigmund and the Sea Monsters."

She has played all sorts of weird and wonderful characters over the years. One of her favorites is Noel Coward's eccentric medium, Madame Arcati, in the musical High Spirits. Several seasons ago, she danced, sang four numbers—one on a bicycle—and inspired the drama critic of the Los Angeles Times to write, "Mary Wickes, a jangle with jewels, nose sniffing for ectoplasm like a hungry hawk, is completely hilarious in the role. A moment to treasure is her searching the empty air and singing 'Something Is Coming to Tea.'"

Margaret Hill, AB 77, plays the same role in the Edison Theatre production on campus this summer. It will play its last performances of the season in September. Miss Wickes warned Margaret to start early to memorize her lines. "The role is longer than Hamlet's," she explained. "It's murder to memorize. There's a George Kelly play called The Torchbearers which is equally difficult. One of his characters is Madame Pampinelli, a very funny old dame who directs amateur dramatics. She's a riot, but, oh boy—the words to learn!"

Equally difficult, she observed, had been mastering the script of her one-woman show, Lady Humorists. Recently performed before a packed house at the Geary Theatre in San Francisco, it is booked far in advance and seems destined to be as popular as the solo performances of another famous actress, Bea Lillie.

Mary Wickes returned to St. Louis this summer to play the role of Katie in the St. Louis Municipal Opera's production of Meet Me in St. Louis, a character she introduced to the Muny's famous outdoor stage seventeen years ago.
she also looked every inch the ingenue rather than the crotchety, sixty-year-old German housekeeper, Minnie, she was to play. Astonished by her youthful appearance, Miss Claire exclaimed, “My God, it’s a child.”

She was even more startled and, incidentally, impressed when Mary Wickes was able to make everyone on stage and later in the audience believe that she was, indeed, an elderly frau with a German accent, yet! “People in the theatre joke about character roles,” she explained, “by saying ‘we must get out our box of wrinkles and the misery cape.’”

At the end of that summer, Miss Claire volunteered to give her a letter of recommendation to Sam Harris, a well-known Broadway producer. Miss Wickes didn’t encounter Harris while making her initial rounds of the theatrical seats of power, but, the letter, nonetheless, opened many doors for her.

To make the most of it, she placed the message carefully in a plain white envelope, hastily addressed it to whomever she wanted to impress and then gave it to an unsuspecting receptionist to whisk in to her boss. By the time the influential producer had called her into his office to inform her he wasn’t the “Dear Sam” for whom the letter was intended, Miss Wickes had arranged her production stills on his desk and was proceeding to inform him of her capabilities.

The strategy worked and after only two days of job hunting, she landed a role as an understudy to Margaret Hamilton in Marc Connelly’s The Farmer Takes a Wife. Ten days after the play opened, more homesick than stagestruck, she hurried back to St. Louis and prepared to settle down at the University on a fellowship to study political science.

Four days later, the bewildered Connelly, having given her permission to return home (apparently assuming that she lived in nearby Trenton or Hoboken), rang up to inquire what she was doing so far west of the Hudson. Professor W. Roy MacKenzie, then chairman of the English Department, Professor Carson and the parents of Miss Wickes huddled together and persuaded her to return to Broadway. She took the advice, returned to New York, and has been in show business ever since. “Gee, I had guts,” Miss Wickes reflected recently. “When you don’t know enough about something, you don’t know enough to be frightened.”

For some years, Miss Wickes divided her time between New York and Hollywood. Among the films she has done are: White Christmas, Now Voyager, The Actress, I’ll See You in My Dreams, The Trouble With Angels, and its sequel Where The Angels Go, Trouble Follows.

Her television credits are equally long
and every bit as impressive. She has been a permanent member of nine television series, including "The Halls of Ivy," with Ronald Colman, and "Make Room for Daddy," with Danny Thomas. She also made many appearances on "Here's Lucy," playing everything from Lucille Ball's wacky aunt to a nun.

The Wickes-Ball friendship began many years ago in New York, and has continued ever since. Reached by phone a few weeks ago, Miss Ball called Miss Wickes "one of my dearest friends. She's thoughtful, intelligent, and generous. Sometimes I think she wishes she could be concerned about others," Miss Ball said. "And," she added, "Mary is a very funny person. She's one of the few people who can make me laugh out loud."

Her rapier wit and clever comment are particularly useful in the classroom because they enable her to entertain while she instructs. Mary Wickes takes teaching seriously, but she is able to make learning fun.

To drive home the poignant point of a scene in Mary, Mary, where a divorced wife experiences shock and sadness upon learning that her former husband intends to remarry, Miss Wickes advised a student how to make his audience really feel sympathy for her grief. "When you say the line you must smack her in the solar plexis, figuratively speaking," she said.

On this most recent visit, Miss Wickes was on the campus for five weeks. In 1968, as artist-in-residence, she taught by performing the role of Amanda in The Glass Menagerie, written by another former Washington University student, Tennessee Williams.

Miss Wickes' love affair with St. Louis and especially her alma mater, has never wavered. The University, to its credit, has been equally loyal. In 1955, she was one of the first to receive an Alumni Citation, and, in 1969, she was given an honorary Doctor of Arts degree. To be awarded such a degree, Chancellor Thomas H. Eliot explained, one must have mastered the techniques of his or her profession and explicitly understand its principles and purpose. Mary Wickes met all of these qualifications, thanks to her experience acquired in working with many notables of the theatrical world, including writers and directors such as Kaufman, Jed Harris, George Cukor, Ellis Rabb, and William Ball. Under their tutelage she became proficient in three essentials of the theatre—writing, acting, and directing.

On this occasion, Chancellor Eliot said: "This skilled and versatile actress, at home equally on the boards, on the screen, and on the air is instilling in us here at her alma mater a new determination to expand and excel in the performing arts."

A few years later, when the University took a giant step in that direction with the dedication of Edison Theatre in Mallinckrodt Center, Mary Wickes was invited to be the mistress of ceremonies. To commemorate the event, Mary Wickes presented the University with a rare poster designed in 1893 by the French artist, Jules Cheret, the teacher of Toulouse-Lautrec. Given in memory of her parents, it now hangs in Edison Theatre.

Her generosity has also made possible the establishment of the $300 Mary Wickes Drama Prize to be awarded annually to an incoming freshman at the University. Presented for the first time this year, it was won by Jill Marie Adams of Kansas City, following auditions for high school students in the Missouri-Illinois area.

It is impossible to enumerate all of her accomplishments. Nationally recognized as a superb actress, she is much sought after these days by producers from coast to coast. What do they regard as her most memorable role? Many opt for her television performance as Mary Poppins, whom she likens to Edna May Oliver. Off and striding in high-button-shoes (now a permanent part of the Wickes stage wardrobe) and brandishing a rolled umbrella, she was as big a TV hit a decade ago as the Fonz is today.

Ten years ago, the National Academy of Television Arts and Sciences selected Mary Wickes as one of the five finest supporting actresses in the country. This nomination for an Emmy brought her new prominence in the world of entertainment.

Another role for which she has been highly acclaimed is her performance with co-stars Jack Lemmon and Walter Matthau in Sean O'Casey's Juno and the Paycock at the Mark Taper Forum in 1974. It was produced and directed by the distinguished film producer-writer-director George Seaton.

Another highpoint in Miss Wickes' career was an invitation from William Ball, the head of the American Conservatory Theatre, a world famous repertory company in San Francisco, to join it as a performer and a teacher. She played leads in their performances of You Can't Take It With You, The Crucible, The Fourteenth Century Mystery Cycle, and House of Blue Leaves. While with this group, she also directed second-year students in a production of Noel Coward's Tonight at 8:30. She also taught a class in comedy acting at the Conservatory during the early seventies. More recently, she taught comedy writing and performance at San Mateo, California, in accordance with her decision to lecture at diverse colleges and universities.

Certainly, no one can speak with more
authority on these subjects than Mary Wickes. “Comedy,” she tells them, “is a most demanding art. It demands precision, and exact timing. Actors must never stray from the script because a line counted on to produce a laugh at the end of a scene may be totally dependent on a specific speech delivered at the beginning of the scene. Forgetting a line or garbling it can be very costly for both the cast and the production.

“This ability to be able to deliver comedy lines with perfect accuracy and with exquisite timing is of maximum importance and it is inbred. You either have it or you don’t, and when you have it, you can play tragedy as well.

“For comedy to succeed, one must have the will to exercise great economy in movement. Twirling a cane, waving a cigarette, or smoothing one’s hair is not only annoying, but also distracting. It is frequently sudden death for the best-written comedy lines.

“Actors must exercise absolute discipline. Plays are ‘blocked,’ in the sense that the actors are instructed how and where to move on stage to make the most of every facet of the writing and the author’s intention. This plan, akin to a blueprint for the architect, is law and must be kept inviolate as long as the show runs.”

Another Wickes dictum is good taste. “Don’t become so desperate to amuse that you begin to behave outrageously. Keep your standards of good taste both in acting and in the choice of subject matter.”

She herself will not compromise her standards. When she sensed that the television series “Doc” was moving in a direction she thought in questionable taste she withdrew from the cast.

Another Wickes’ maxim is “Guard your health!” She says bluntly, “you can’t even get on the bus to go to the audition for the job if you don’t have your health. Lack of vitality can be as great a handicap as not being able to read the script because you forgot your contacts.”

The last Wickesian golden rule is to make sure you are always mindful of theatre etiquette. Politeness and consideration of fellow actors is absolutely essential to maintain harmony, she contends. Miss Wickes sums it up: “Acting is hard work and backstage etiquette, if observed, makes a performance easier to do, as good manners make everyday life more tolerable.”

She might have added it is also necessary to budget your time and to organize your schedule for maximum efficiency. By observing this dictum, Miss Wickes somehow finds time to explore still other pursuits besides her vocation and volunteer hospital service. For her devotion to All Saints Episcopal Church in Beverly Hills, which she attends and supports regularly, she was recently cited by the congregation and the clergy for having contributed the most to the parish this year. Her contributions include teaching Sunday School to sixth graders, planning and executing a Posada for the Christmas holidays, donating the fabric for a church vestment of a medieval tapestry design she painstakingly stitched.

She is a graduate student who has fulfilled all the requirements for a Master of Arts degree at the University of California at Los Angeles. Presently, she is completing her thesis entitled, Alone in Its Greatness: A History of the St. Louis Municipal Opera.

What next? Wherever her talent and desires take her. She will continue to play “Matchgame” on network TV, and expects to participate in a large telethon for the benefit of St. Jude’s Hospital in Memphis and leukemia research. “I’m footloose and fancy free,” she says. And she means it.
Challenges and opportunities in the Mature Metropolis was the subject of an international symposium held in St. Louis this June. Organized by the University’s Institute for Urban and Regional Studies, the symposium was underwritten by a grant from the Mercantile Bancorporation.

Charles Leven, chairman of the Department of Economics and director of the Institute, conducted the symposium which brought sixteen eminent urbanists from throughout the United States and abroad to the city.

The symposium focused on four main topics: a comparative view of the maturing metropolis, changing functions of the metropolis and its governmental structures, changing organization of metropolis and its environment, and strategies for human, private, and public investment in the mature metropolis.

Donald E. Lasater, chairman of Mercantile and a Washington University trustee, said that the purpose of the grant was “to stimulate knowledgeable thought about positive strategies benefitting the future course of mature metropolitan areas.”

Space does not permit running all sixteen of the papers in this magazine. Instead, we have chosen to run the complete text of the paper delivered by Robert C. Holland, president of the Committee for Economic Development, at the final luncheon meeting. In many ways, it sums up the general approach to the subject.

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**Business Concern With Urban Problems**

By Robert C. Holland
President, Committee For Economic Development

I am no urban expert myself. What I have to contribute is primarily what I have learned over the past year. As I have traveled around the country during this my first year as president of the Committee for Economic Development, talking to business and academic leaders, they have put the need for a new attack on urban problems very high on their list of national priorities. Their concern has impelled me into the midst of urban policy considerations, and has
convinced me that urban revitalization is one of the major issues—and indeed one of the major tasks—of the next decade.

Business views on urban matters are not always so clear or so constructive. That partly explains why they are sometimes given less credit than they deserve in the court of public opinion. As I see it, there is a kind of hierarchy of business views toward city problems. To describe it briefly, I shall be simplistic, even at the risk of being a bit unfair.

At the most elemental level is simple indifference—the view that city problems are not the business of business. I do not believe this attitude is characteristic of the majority of today’s business leaders, but it has been displayed by a distressingly large number of businessmen in many American cities at various times in their history.

A more responsive but self-protective point of view is avoidance of urban problems—packing up and moving a business out of town, to the suburbs, or even out of state, to try to escape some particularly troublesome urban headaches. Some of the proudest names in American industry have done just this within the past decade or two. This is an essentially passive urban strategy, resorted to as a vehicle for attempted circumvention of city problems which have come to exceed the firm’s own ability or willingness to cope. I am developing the impression, however, that a good many firms that have moved out of the city are still finding that some urban-style problems follow them. In such instances, there is no escaping the need to face the issues.

Increasingly, a higher-order business response to urban problems seems to be the order of the day—a commitment to participation, and even to leadership, in attacking attackable urban problems. The motive for such commitment varies a great deal, of course, among business firms. Sometimes it is a matter of simple civic pride. Sometimes it has rested upon a feeling of paternalistic responsibility for the surrounding community. More often recently, it has been based upon the realistic discovery by many businesses that they will suffer serious damage, directly or indirectly, if a healthy urban environment disappears. Whether or not they themselves are located in the city, many businesses find they need the big city—they need its big, centralized markets, or its concentrated know-how to design their production and distribution, or its intellectual and cultural ambience nearby to attract high-quality professional and managerial talent. For these or other reasons, working to preserve the big city has become a matter of enlightened self-interest for many business leaders.

To be sure, some of this business commitment to help the cities started out rather naïvely. However, sophistication can be acquired fairly quickly in the hurly-burly of municipal government.

We must acknowledge that there are
great differences in attitudes among business lines and business leaders, with contrasts that have ebbed and flowed over time. Some individuals perceived the nature of the urban challenge and rose to it much before others. Recall, during what was called the Progressive Era, the invaluable support certain business leaders gave to urban reform movements. The rise of the city manager form of government owes a good deal to its staunch advocates within the business community. Important differences are also noticeable among industries in the degree of their commitment to the urban life-style. Production and extractive industries tend to be least committed; financial industries seem the most committed—not surprisingly, for much of their money is tied up in urban values. Retailers seem to range in between in the degree of their urban commitment—or at least in their commitment to the central city.

However convenient this kind of generalization may be, it does not do justice to the outstanding exceptions. As I have written these words, the example leaps to mind of the key role which a major manufacturing corporation, The Carborundum Company, has played in the recent turn-around of public fortunes in Niagara Falls, New York. There is a case study worth learning if you doubt the healing power of an aroused community coalition led by public-spirited business.

I have been speaking up until now of business views of urban problems. It is time for me to note that those views can be importantly conditioned by how the community views business. And, just as there was a hierarchy of urban views among businessmen, I note a similar hierarchy of views toward business on the part of the community, and especially the local political leaders. I must say those views are not always flattering; they are seldom sufficiently discriminating; and they are often downright disconcerting to the businessmen who are their targets.

One bitter view sees business as the exploiter of other groups in the community. This view is particularly prevalent among disadvantaged groups, and they often have moved through political channels to counter that perceived exploitation with a “fairer deal” mandated by government action. Sometimes that works and sometimes it does not; sometimes what is called exploitation is a result of underlying economic forces that neither an understanding businessman nor a sympathetic government can overrule.

Another view, popular among some political interests, sees business as the exploitee—a kind of captive golden goose that can be squeezed, via taxes and other methods, to impel it to lay more and more golden eggs for the rest of the community. That seems to be a rather workable approach, so long as its practitioners are sufficiently self-disciplined to stop short of either (a) strangling the goose or (b) significantly exceeding the squeezing pressure of competing jurisdictions. Unfortunately for the revenue-minded politician, both of those limits are easier to recognize after they have been exceeded, and that leaves the embarrassed politician with either a dead goose or one that has flown the coop.

Juxtaposed against these first two views is a third view, held by numerous urban analysts, that emphasizes business as the essential job creator in the urban setting. It is usually the chief export earner in the city, and the proceeds of its sales outside the city can provide the wherewithal for larger incomes within the city—which of course can translate into a larger tax base. Not surprisingly, among state and local governments there has been a consequent proliferation of offices of economic development, designed to entice more and better business firms. But surprisingly to many government officials, the results have been very mixed. In some instances, perhaps the bait has been wrong. In other cases, businesses have been understandably nonplussed by their contrasting treatment by different departments of the same government—like a meal ticket in one office, like a Simon Legree in another.

The “truth” about the relationships between business and the city may have elements of most of these views in it. What is more certain is that important differences exist among businesses in their relation to the urban environment—differences in objectives, in motives, in capabilities and in consequences. Urban policies that cannot take account of those differences are bound to cause problems in their own right in urban-business relations. Still more certain, and more important, is that major similarities exist in some of the basic interests of business and other major groups in most communities. Urban policies that fail to seize upon these similarities of interests are missing one of the surest shortcuts to success.

There is a more Olympian view of these relationships that deserves to be mentioned. That is the view from Washington. For a number of years, especially between the 1930's and the 1970's, the prevailing attitude of the Federal Government toward major urban problems seemed to be, “The Feds will fix it.” A succession of approaches was tried—first emphasizing attacks on individual functional problems such as housing, education and crime; then expanding to include efforts to redesign the structure and process of urban government, to raise directly the real income levels of the urban poor, and finally to bolster the fiscal
positions of urban governments themselves.

Each of these approaches has had its shortcomings, and the repeated demonstrations of that fact have somewhat chastened advocates of an activist Federal role. Paradoxically, this very trimming of ambitions for an overriding Federal role in municipal affairs may be laying the groundwork for more effective Federal functioning as a stimulus to better intergovernmental action in dealing with urban problems. Can that stimulus extend beyond the public sector to the private sector as well? That, I submit, is one of the more intriguing questions facing those in the new Administration dealing with urban problems.

What can this whole mixture of evolving attitudes and interest add up to? It seems to me the potential is being developed for an expanded government-business partnership aimed at helping to revitalize America's cities. More and more businesses now feel some commitment to the idea of "doing something" to help the cities. Furthermore, their capacity to recognize what needs to be done, and to get it done, has been sharpened by the years of participation that many business leaders all across the country have now had in mayor's and governor's advisory councils, blue-ribbon municipal study commissions, and the like. At the same time, governmental leaders all across the country seem to have a sharpened sense that they cannot handle city economic problems by themselves—they are finding they cannot duck the problems, and they alone cannot solve them.

In truth, this is a situation in which business and government really need each other. Business needs active, responsible urban government today to streamline the legal and administrative machinery of municipal decision-making, to provide some semblance of social order, and to create a positive atmosphere for commerce. Government needs an active business community to create new jobs in the urban environment and to contribute to urban efficiency. Nowhere is the need for mutual support between business and government more clear than in connection with some of the big capital investment decisions they each are facing—plant location or modernization, on the one side, and public transportation and urban housing renewal on the other.

The business leaders who make up most of CED's Board of Trustees see this opportunity quite clearly. Accordingly, they have commissioned a major new thrust of CED studies, aimed at assembling the best analysis of key urban problems and producing a better consensus concerning the most promising policies to pursue in the interest of urban revitalization. I expect the emphasis to be on realism in this effort. That may include the recognition that for some cities the most that can be done is to help them to grow old gracefully. If so, so be it.

I believe the ingredients are present for a successful outcome of this effort. The symposium we are concluding today has helped to make this so. I have no firm idea, of course, as to what the final recommendations of these CED studies might be. I feel sure that both the research and the policy deliberations will be lengthy. We expect to hold a series of meetings in cities around the country to obtain some firsthand insights to leaven our reams of second-hand information.

I expect some of you will be helping us in this analysis, and I hope all of you will be stimulated by the results. Without attempting to forecast those results, I think I can point to three areas in which work already done by CED is suggestive of possible conclusions. One is improving the performance of specific urban functions. Here I include such matters as techniques for better goal-setting, performance incentives, and performance evaluation. A second involves a better structuring of government powers and responsibilities. Here the most attention-demanding point may be the mismatch in many jurisdictions between the accepted duties of a particular government entity and its ability to finance and execute those duties. A third point may be the critical need for the exercise of leadership, of a foresighted and forceful nature—and the equal need for the exercise of good "followship," in the form of participation by key elements of the community in the development of reasonable compromise programs and vigorous support of the result.

Idealistic? You can say so. But when I am dispirited by walking through the deteriorating heart of a major American metropolis, I cannot help but think of cities like Niagara Falls, or Minneapolis, Minnesota, or Jamestown, New York, or Baltimore, Maryland, where enlightened community leadership, including active business involvement, seems to be making a difference. I am yet to be persuaded that some permutation or adaptation of the ingredients succeeding there cannot be successfully applied to moderate if not cure the painful ailments afflicting some of our larger cities.

I stand revealed as a relative optimist concerning the big city. After all, we keep inventing them. I suspect that most of this generation of America's major cities are rather more likely to retain or recapture some of the enduring vitality of a London or a Paris than they are to go the way of a Jericho or a Machu Picchu.
The $100 Papyrus Plunge

By Marge Kennedy

A half-century ago, the Washington University Greek Department gambled one hundred dollars, sight unseen, on a recently excavated batch of Greco-Egyptian papyri. The tattered fragments languished undeciphered until the arrival in 1969 of Professor Zola M. Packman, a skilled papyrologist. Today, the immensely valuable papyri are yielding their secrets to the world of classical scholarship.

They came from the trash bins of ancient Egypt, four hundred shreds of paper with Greek scribbling on them. They are not pretty. Battered, creased, faded, smeared with dirt, demonically inscrutable, and promising little in the way of historic enlightenment, they comprise Washington University’s remarkable collection of Greek papyri.

Of inauspicious origin and appearance, the fragments were acquired in an equally unlikely manner, as a sort of archaeological gamble. In 1922, with a high heart and a venturesome spirit, the University’s Greek Department sent off to the Egypt Exploration Society for some papyri, a mystery bundle of unsorted, unselected, excavated material from the Egyptian city of Oxyrhynchus, site of an archaeological dig. One year later the Egyptian government clamped down on the export of antiquities.

The papyrus fragments cost a mere one hundred dollars and arrived in a cardboard box. Stored in odd cabinets for another half century, largely undeciphered and half-forgotten, waiting the skills of a papyrologist, the batch of scribblings is now coming into its own.

Today, the Washington University collection of Greco-Egyptian papyri is recognized by scholars of antiquity as one of the more substantial in the country. It tops all but five or six in terms of bulk, though there are a number of collections, generally smaller, containing superior pieces which were hand-picked. Through photographic copies, classical historians here and abroad study these texts as valuable documents of the social and economic life of Egypt from the first to the eighth centuries A.D. Letters and journals, legal, commercial, and government documents, religious writings, accounts, and inventories—whatever these ancient people might have been expected to write and discard, thence to be removed to the rubbish heaps and ultimately buried—are to be found, a random selection of the collective wastebaskets of Oxyrhynchus.

The University papyri are written in Greek, with a handful in Arabic. After the conquest of Egypt by Alexander the Great in 332 B.C., Greek became the official language, lasting until the Arab invasions of the seventh century A.D. supplanted it with the Arabic tongue. Although, the collection is particularly strong in the Roman period (second to fourth centuries A.D.), ushered in by the defeat of Cleopatra and Antony at the hands of Augustus, it includes no texts in the Latin language. For the most part, the Romans, unlike the Greeks and Arabs, sent soldiers rather than settlers to the new territory.

Why, one might ask, did the Greek Department decide to acquire papyri in the first place? During the early 1920’s, many collectors, riding the crest of interest in Egypt’s archaeological treasures found in the Valley of the Kings and King Tut’s tomb, availed themselves of an arrangement provided by the Egypt Exploration Society of London. Upon sending a contribution to the Society to aid in excavations being undertaken in Oxyrhynchus and other sites in Egypt, benefactors would receive an expression of appreciation in terms of artifacts. Paintings, statuary, coins, pots, or papyri—the category could be specified but not, of course, hand-selected.

In a letter to the University from Oxyrhynchus, dated April 4, 1922, Sir William Flinders Petrie, a staff member of the British School of Archaeology in Egypt, University College, London, and “father” of Egyptian archaeology, warns “... papyri are chancy things ... there are a hundred scraps along with each good-sized piece, so you must not expect whole letters or pages of authors. Among perhaps a thousand pieces there are only a dozen scraps of literary worth.”

Continuing in a more encouraging vein, Petrie writes, “In all events, if you care to remit a subscription of $100 or $200, we can send you a fair output of material between Augustus and Justinian, leaving to your university the entire editing of the selection.” He adds, as a sort of postscript, this oneliner of British understatement: “Excavations here have brought to light the first theatre, which held 5,000 or 10,000 people, with a stage 200 ft. long.”

A bizarre papyrus fragment describes how to prepare a magical drawing of a mixed man-and-beast monster with a tail-less snake’s body with the heads of men, geese, and golden gazelles at both ends.
Heartened, but not prodigal, the University sent off its “subscription of $100.” It was a quid pro quo arrangement, having in all probability to do with the tax-free status of the Society, and before it ended in 1923, when Egypt took a second look at its antiquities, the Washington University papyri were safely, if casually, stored in the Greek Department. To the world of classical scholarship, it was a fortunate arrangement since, for many years, certain rural Egyptians (the sebahin or fertilizer-diggers) raided “compost heaps” of papyri around excavation sites to fertilize their crops. Since 1923, but for the occasional pieces sold by or smuggled out of Egypt, collectors have had to turn to other collectors willing to sell. All in all, the mystery package from Oxyrhynchus proved out, the “one hundred dollar papyrus plunge” translating today into a collection valued at several hundred thousand dollars.

Papyrologists numbers about 150 members, the majority by far are historians who use the texts after they are edited and published by practicing papyrologists. Students of literature, ancient historians, jurists, grammarians, palaeographers, theologians, Egyptologists, Copticists, Arabists—all of these find papyrus texts useful, sometimes indispensable, in the pursuit of their disciplines. But it is the practicing papyrologist who nourishes the others with a ceaseless flow of new source material.

And so for several years, the Washington University papyri slumbered away inscrutably in their manila envelopes. In 1930, the first spark for enlightenment was struck when Professor F. M. Debatin described a large fragment of a leaf from a papyrus codex of Homer’s Iliad before the American Institute of Archaeology, an abstract of which appeared in the American Journal of Archaeology a year later. There was, however, no written text.

The papyri then sank into an obscurity so deep that a story persists in the Classics Department that they were accidentally rediscovered when someone knocked over a stack of Colliers magazines in the library and found the papyri pressed between the leaves.

In 1960, the first published text appeared. It was a treatise on Egyptian priests and temples of the second century by Professor Verne B. Schuman, a papyrologist of the University of Indiana, and appeared in the Harvard Theological Review.

A portion of a vow written by a man entering one of the Egyptian priesthoods, probably that attached to the temple of Isis, it contains promises to abstain from forbidden food and drink, fabric (“I will not touch sheep’s hair”) and agricultural tasks (“I will not measure a measure on a threshing floor, I will not lift a balance in my hand, I will not measure land”) and not to purloin temple property. Here Schuman offers evidence from comparable texts that there were indeed priests who robbed their own god of the votive offerings left by the pious. The ritual oath ends with the vow, “I will not hold the dagger until the day of my death.”

Perhaps it was Isis who smiled almost a decade later. It may be that, hopeful of new texts that would pay tribute to her temple, she intervened. At any rate, by 1969, the University was no longer papyrologist-less.

The new faculty member, a native daughter of Washington University, was Zola M. Packman, Ph.D., now an associate professor of classics. Dr. Packman, who obtained her undergraduate degree in classics from the University in 1959, had also taught at the Catholic University of America in Washington, D.C.

She possessed the exacting qualifications of her art: training in papyrology at Yale University, where she obtained her doctorate in classics in 1966, knowledge of Greek and Latin, experience in the reading of ancient handwritings, as well as a love of what she calls its “fascinating detective work.” Dr. Packman has been honored for her work in papyrus studies by the American Society of Papyrologists, which named her to its board of directors.

As curator of the Washington University collection, Dr. Packman has seen that the papyri are cleaned, catalogued, pressed between plastic sheets, and housed in a controlled atmosphere in the rare book section of Olin Library, where they are available to graduate students and visiting scholars.

Under her patient proddings, the Greco-Egyptian writings have begun to
Letter from Dionysia to her brother Panechotes, dated year 12 of Caesar, Tybi 18, is remarkably well-preserved and one of the earliest and finest papyri in the collection. The writer requests news, money, and writing-paper.
reveal their testimony. Dr. Packman has published five papyrus texts from the University’s collection, completed partial transcription of fifty others, and will take a sabbatical leave next spring to prepare for publication a book of one hundred texts of the collection.

One of the earliest and finest of the documents transcribed by Dr. Packman is a letter from a woman called Dionysia to her brother Panechotes, dated year 12 of Caesar, Tybi 18 (probably January 13, 18 B.C.). In it, after greeting him warmly and informing him that the house builders “doctored my house,” Dionysia assumes a graver tone. “You didn’t send me news, or money allowance, or rolls of unwritten-on paper,” she complains, “so write me a letter and send the rest.”

She conveys information concerning a hearing in which she and her brother are to appear before a magistrate: “I myself will sail out with my people to prepare for publication a book of...”

Dionysia adds, “Even a papyrologist of long experience, when he encounters one of these texts, is grateful if he can find a parallel text in the editions (of published papyri) which someone was able to read because it was more carefully written.” With its help, he proceeds to perform with the new text a miracle of transcription.

Those who linger long enough to arrive at a curiosity about papyri as ancient communications come to marvel, in turn, at papyrology itself. “What do papyrologists do?” they then ask the practitioner, adding, “Of course, you translate the texts,” hopeful that for a Greek scholar to supply English to a Greek writing, though fragmented, might be a reasonable undertaking. True enough, but first one must transcribe the writings. It is the initial procedure of deciphering, rather than translating, that is forbidding.

As Herbert C. Youtie, Professor Emeritus of the University of Michigan and the great editor of papyrus texts on this continent, puts it, “I have never met a papyrologist for whom transcription was not admittedly the tough part of his job, calling for insight, ingenuity, and imagination to a degree no one man could possibly possess.”

Conspiring against this task, besides the various injuries to the papyri, causing loss of letters, words, sometimes whole lines, which the papyrologist must accurately supply, are the many different styles of handwriting that appear upon them. There were the styles that evolved with the passing of time, less and more experienced writing, slow and fast writing.

Paradoxically, the more experienced a writer’s hand, the harder it often became to read. Whereas the barely literate writer might have lettered carefully, the more experienced often adopted a sort of shorthand.

There were persons in Oxyrhynchus in the late first century of our era “so accustomed to the rapid production of documents that the surface of their papyri seems to be covered with line after line, not of scribbling, but of skilled and purposeful loops and half-loops,” Youtie notes, in a paper presented at the University of Michigan in 1962.

The professional scribe, for example, wrote tax receipts not for the generally illiterate peasant taxpayer but for scrutiny by some official in case questions were raised about payment, very much in the spirit of a physician who writes seemingly illegible prescriptions not for his patients, but for a pharmacist.

Youtie adds, “Even a papyrologist of long experience, when he encounters one of these texts, is grateful if he can find a parallel text in the editions (of published papyri) which someone was able to read because it was more carefully written.” With its help, he proceeds to perform with the new text what might appear to an outsider to be a miracle of transcription.

Interlocked with the problems of handwriting are the dead languages in which they appear. “The language of the papyri is so lost that no one today is really able to know it well,” Dr. Packman said. “It is particularly unfamiliar to us because the student of Greek, trained on the high literature of Homer, Herodotus, Sophocles, Aeschylus, and Euripides, finds in the typical papyrus collection an everyday language aimed at a much more practical segment of life.”

Dr. Packman said, “The literary
Two fragments comprising part of an astrological plan for casting a horoscope by placing pieces of stone and metal resembling the sun, moon, and planets upon a board.

Language found in, say, the *Dialogues* of Plato or the tragedies of Aeschylus, is the product of art and erudition, carefully selected for that sort of thing by successive generations who preserved such writings. The material from the trash heap was preserved by accident. Thus, unknown everyday words are to be found in the household and laundry lists, the inventories of warehouses, agricultural and manufacturing operations, compiled for taxes or transfer of property. They appear in the many legal documents regarding birth and death, marriage and divorce, adoptions and wills.

Everything else that follows the transcription—annotation, translation, introduction—all, comes with a sense of relief. These the papyrologist thinks of as ordinary research requiring time and thought, but not, in Youtie's words, "the agony of creation." When he has completed his attempts to resurrect the marks an ancient man put on papyrus, Youtie adds, creating a language out of refractory material, when he has extracted a text and finds it coherent and falling into an irreproachably ancient pattern, the papyrologist realizes the "sweetness of present triumph, he sees all that he has made and finds it good."

When Zola Packman glimpsed the papyrus collection, still in its orphan status, during her undergraduate days at Washington University, she had no thought of its future hold on her life. "Like any classics student, I thought it pleasing to see something so intimate from the ancient world, when one sees so many formal and artistic texts, but I found them totally inscrutable. At present," she adds, with a smile, "I find them only nearly inscrutable."

Working with these writings, Dr. Packman finds, "forces you to take a long view of life. Whereas modern-day historic films and novels often concentrate on what sets us apart from ancient peoples," she added, papyrus studies "put you in touch with the unalterable aspects of the human condition."
Frequently, I have been asked whether I have ever contemplated writing a memoir of my experiences. I have thought of it, but a busy life and many current preoccupations have made me feel that I have never had the time to reflect on it, much less to start writing. Moreover, the difficulty of convincing oneself that what one could recall or write about would be worth preserving was always present. Mere reminiscences write about would be worth preserving ever, if I felt I could really distill out of my experiences some profound guidelines or principles for our future national conduct, I would unhesitatingly go to work. To date, these seem to have eluded me.

Some of my friends have suggested that the sheer length of my life and the historical span it has covered, regardless of its modest attainments, might justify such an effort if only as a sort of minor contribution to the history of the period. Perhaps in capsule form I can attempt a very sketchy outline of what such a memoir might cover. Just how long my life span has been was borne in on me a relatively short time ago when I was asked to attend the presentation by the Federal Republic of Germany of a generous Bicentennial gift to this country. The gift bore my name and it was accepted by the President of the United States in the course of a gracious White House ceremony.

At the presentation, I thought the President rather overemphasized my advanced years and, somewhat in self defense, I suggested that rather than dwell on my long life the significant thing to stress on such an occasion was the extreme youth of the country. If you looked at it from this perspective, the fact that my single life span represented approximately 40 percent of the entire life of the nation was at least as eloquent of the country’s youth as it was of my age.

From this angle, the not infrequent comments of some of our nation’s disparagers here and abroad to the effect that the country has already reached and passed its zenith seem quite far fetched. In spite of the disquieting emergence in this country of signs of social disintegration, such as the alarming increase in the crime, divorce, and abortion rates, the poor administration of justice, and the loose fiscal policies of our governing bodies, the underlying strength of the nation seems clearly to point to an even greater destiny than it has yet achieved. In the light of recent vicissitudes, it does not seem a propitious time for us to proclaim how great we are, yet we should not discount the fact that the country does continue to operate from a constitutional and resources base that no empire I can think of, certainly neither Rome nor Britain, ever enjoyed during the period of its world leadership.

Communications have accelerated the pace of world developments and change has become the pattern of our life. Yet if we keep the faith, avoid demagoguery, and preserve a good sense of values while we keep our powder dry, we should be reasonably confident of our ability, if not indefinitely, at least through the next centennial, to meet the tests which are sure to come of our capacity to endure and prosper as a great nation and a great republic.

To be sure, there is little which is safely predictable in today’s world trends, but I fail to see what other nation or group of nations is in a better or indeed as favorable a position as is ours and our Allies to stand guard over the freedoms and values of our Western civilization. After all, in spite of our youth, this country is today the world’s oldest independent constitutional republic and it seems to be the strongest.

Before leaving this subject of the nation’s age, I would like to refer to a thought that Santayana expressed not so long ago and which I have seen repeated recently by some American historians, namely that as a nation we have not yet matured sufficiently to play a sustained and serious role in world affairs. We had not yet had to endure, according to this philosopher, the serious and irremediable Job-like tribulations which had afflicted some of the world’s older civilizations and through which, it was asserted, they had reached their contributing maturity. It is true that we did go through a certain incubation period where for some time we survived in a sort of backwater of history.

The much quoted De Tocqueville pointed this out well over a century ago, but I suggest that our track record (to mix the metaphor a bit) has since become rather impressive. We not only adopted a seriously thought-out Constitution after a revolution that “tried men’s souls,” but we also applied it successfully to our expanding population...
John J. McCloy was assistant secretary of war during World War II, military governor and high commissioner of Germany after the war. He has served as president of the World Bank, chairman of the board of the Ford Foundation, President Kennedy’s disarmament adviser, and chairman of the board of Chase Manhattan Bank. This article is a condensed version of the Tyrell Williams Lecture he delivered this spring at the School of Law.

I think it is fitting, in attempting to draw some conclusions from my experience in public and private life, that I should start out by appraising what part the law has played in that experience. I am bound to say that I consider it to have been almost a vital factor. As a student, as a practitioner, as a public servant, and as a commercial banker, the law was always an influence—a sort of disciplinary force—urging objectivity, clarity of expression and a certain ethic of fairness which gave direction to one’s actions regardless of their variety.

I was most fortunate during my government service, as well as in my practice, to have been associated with some outstanding lawyers. I have from time to time attempted to identify what qualities, if any, distinct from the general run, the lawyers with whom I was associated in government brought to their public service. I do not know that I have the evidence to prove it, but it seemed to me the lawyers generally adjusted themselves to the government service—I was about to say the frustrations of government service—somewhat more readily than did either the businessmen or academicians who came to Washington in wartime.

The lawyers were used to longer hours, emergency pressures, widely varying problems, and they usually had a greater capacity to express themselves, whether orally or in writing, than did their colleagues. This gave them a running advantage over their contemporaries, always provided they did not merely become loquacious. One who knows and can express what he knows is doubly armed and I frequently found that such a one was apt to be running off with the good jobs. I think I saw this most frequently exemplified among the soldiers, but it has general application. The officer who could succinctly state the problem and the solution, more often than not, was apt to be given the command.

I suppose Henry L. Stimson, lawyer-statesman and my chief during World War II, was my hero. He served the country twice as Secretary of War, in 1911 and again in 1940. He had also been Secretary of State and Governor General of the Philippines, as well as U.S. District Attorney for the Southern District of New York. He had been his party’s nominee for Governor of the State of New York. Stimson moved from the law to public service and back again with equal aplomb and distinction. His hero statesman had been Elihu Root, another one of the great in and outers of the law and government. They were men of integrity, intellectual capacity, and high patriotism and they adorned a certain period of our history. I could name others who could rank with them, such as Charles Evans Hughes and the Tafts.

My advice to a man contemplating government service would be first to become a good lawyer before undertaking it. I have a theory that you should have a good tour in private practice before entering public service, mainly because I believe that it is well to gain the perspective of the private citizen and his individual rights and prob-
It was, according to him, and surprisingly to me, William Howard Taft. Taft, he said, knew more about the business of government, how best to order his time and generally to administer the affairs of government than any other President under whom he had served. Taft conducted, he said, the most productive cabinet meetings, in marked contrast to the “Donnybrooks,” as Stimson put it, which took place in the Franklin Roosevelt administration.

But said Stimson, “You did not ask me who was the most efficient. You asked me who was the greatest.” After further thought he said, “I am sure his name would be Roosevelt, but I would have to give further consideration to whether his first name would be Theodore or Franklin.” He then recalled a revealing incident. It seemed that after Theodore Roosevelt had come back from Africa following his leaving the Presidency, he mounted a harsh political attack on his successor in office, Mr. Taft, charging him with derelictions quite shocking to those who had been friends of both men. The attack was so severe that it impelled Stimson, who had been a friend of both, to go over to Sagamore Hill in Oyster Bay to remonstrate with TR, charging that it was most unseemly to attack his old friend in such a manner. Whereat TR, according to Stimson, shook a fist under his nose and said, “Harry, you know as well as I do, the trouble with Will is he doesn’t enjoy power!” “This,” said Stimson in his quiet way, “was an attribute that neither of the Roosevelts lacked.”

When you think about it, there is something to it. Greatness is frequently associated with the enjoyment and use of power. Consider Alexander, Caesar, Louis XIV, Napoleon, Churchill, Lincoln, for all his compassion, gave frequent indications of his enjoyment of power and his disposition to use it.

I had fleeting opportunities to observe the attributes of greatness in Mr. Churchill and Mr. Franklin Roosevelt. Quite different men, but each of them capable of molding history and each of them conscious of his power to do so. I would add that George Marshall came as close, in my estimation, to touching the mantle of greatness as anyone I knew or observed in the war or postwar period. He was never flamboyant but in a quiet way he exercised power and enjoyed doing so. I never attended a meeting at which Marshall was present that he could not dominate the minute he felt it necessary or advisable to do so irrespective of the attendants, even if they included both Roosevelt and Churchill.

The fact that he infrequently exerised that power was a commentary on his modest character, but for inherent authority or what the Romans call gravitas, as well as a penetrating discernment of the forces which were influencing the course of the war, there was no one, in my judgment, who was his superior.

I am not uttering anything very profound when I would also point out that timing is an extremely important factor in how the world bestows the attribute of greatness. There was an extended period in Churchill’s life, you will recall, when his contemporaries looked on him as a spent force with little or no prospects for a distinguished future. For all his qualities as an orator, his periods then found little political echo. He tried his hand at advocating certain social reforms, but with very little resonance. Without the din of battle in the background, the eloquence of his speeches did not regain him political recognition. It required a great turn of events in Britain before they did so.

I have attempted to give you these brief sketches of men and events mainly out of my own experience. They are related to a critical period in our history, but today we face entirely new problems and new individuals will have to cope with them. I have no doubt that the challenges to our new statesmanship and citizenry will be at least as exacting as those which our forebears and such men as Churchill, Roosevelt, and Stimson had to face.

One could, without much difficulty, catalogue a rather formidable list of issues and problems, foreign and domestic, which lie ahead. Certainly we can expect new tests of the viability of our Constitution. They have occurred in every generation since 1787 and there is no reason to assume they will not recur.

We have become used to ideological attacks on our form of government emanating from foreign dictatorships. I see no indication that such attacks will subside, particularly with the reassertion of the so-called Brezhnev doctrine. Our own venture into ideological aggression may indeed stimulate new attacks of this character. I fear that the number and the influence of the liberal democracies has been declining while those of the dictatorships seem to have increased. We
massive increase in the cost of energy continues to disrupt our economy. Churchill once said the most difficult form of government to administer of any was a representative democracy, yet it was the form most worthy of preserving because of the liberties it protected. But with the passing of each generation, its administration seems to become more complex and more baffling.

On the international scene, there is no dearth of problems. A time bomb is still ticking ominously in the Middle East with both the stakes and the emotions running high. There may be other latent points of danger in the world, but here is one whose ominous aspects should induce the closest attention and determination of our statesmen. There are clearly danger spots still flashing in Africa and problems will continue to generate from the Third World generally. I spoke of the energy problem whose implications in relation to the currencies and the economies of the Western democracies are truly staggering. There is also the question of how one should deal with the growth of international terrorism, which seems to be directed primarily against the liberal democracies. At least I think I have yet to hear of it being applied against a Communist state.

The fundamental issue we all face is, of course, the problem of peace and war. The chief imperative of our statesmanship must continue to be to exert all reasonable and honorable efforts to build up distance between ourselves and any real danger of a nuclear exchange. We must never lose sight of the fact that there are now triggered about the world, ready for instant use, weapons of practically ultimate destructive power so far as civilization as we now know it is concerned.

Recently I have seen an attempt made to disparage the national contributions of such men as I have mentioned as being too closely associated with business rather than broader social interests. Their proximity to the marketplace induced, it was said, a less constructive contribution than a more detached point of observation might have produced. There was just the slightest suggestion that another base, academia, for example, or the media, could have provided more enlightened services. I deplore the current propensity to pin labels on people, particularly based upon the environment from which they come. We all naturally embody the results of our experiences, but the lawyer-statesmen to whom I have referred and whom I would urge young lawyers to emulate dealt with the problems which emerged in their time with integrity, objectivity, and skill. Their patriotism was national and not parochial. If you ever feel the need to consult the precedents of the past to meet the problems of your time, I urge you to go to the sources for them. Pass by the revisionists and the current commentators. They never knew Moses and in any event it is the facts you should be seeking and not doctrine. It may be well to bear in mind it was from the agora that the concept of a liberal democracy first arose.

Timing may not always be within your control, but it is within your control to develop the habit of objective, lawyer-like, nondocinaire thinking so that if and when the exigencies of the moment arise you will instinctively apply to them what is after all the best all-around way of reaching a sound conclusion.

TO RETURN to Henry Stimson: After his retirement, he was pressed to write a memoir of his active service as a government official during a critical period of the country’s history. He got Mac Bundy to help him with it, but at the end he sought himself to distill and express, out of his experience, a principle he could pass on to aid the next generation in their turn to meet with what Churchill frequently referred to as the “bloody dilemmas” of history.

This was his valedictory—I am sure you have heard or seen it quoted before, but it is worth repeating.

Those who read this will mostly be younger than I, men of the generations who must bear the active part in the work ahead. Let them learn from our adventures what they can. Let them charge us with our failures and do better in their turn. But let them not turn aside from what they have to do nor think that criticism excuses inaction. Let them have hope, and virtue, and let them believe in mankind and its future, for there is good as well as evil, and the man who tries to work for the good, believing in its eventual victory, while he may suffer setback and even disaster, will never know defeat. The only deadly sin I know is cynicism.

I cannot improve on it.
Beulah Stamper

Beulah Stamper is a gracious lady with just enough of a southern drawl to charm those who have the good fortune to be invited to her spacious apartment not far from the University. On a clear day you can see the Arch, framing the cityscape, from her sky-high living room, and at least one of the institutions (Children's Hospital) which she serves as a member of its board of directors. After logging hundreds of hours as a volunteer in its gift shop, she served for some four years as its chairman.

Mrs. Stamper was elected to the University's Board of Trustees in May, 1974, and will serve until 1980. Her late husband, Howard A. Stamper, was a Washington University Trustee from 1968 until 1973 and vice-chairman at the time of his tragic death in an automobile accident in March, 1973.

A food/manufacturing executive, he was chairman of the board and executive officer of Banquet Foods Corporation, successor of the F. M. Stamper Company, founded in 1898 by his grandfather in Moberly, Missouri.

Howard Stamper was active in civic affairs, and a generous contributor to many local philanthropic organizations. He preferred, however, to keep his largess a secret with the result that newspaper articles marking his demise called him Mr. Anonymous. "That was his character," John G. Buettner, a colleague, explained.

His widow is also a public-spirited and faithful supporter of many causes, but, she, too, is a modest person who is reluctant to enumerate her many interests. "I was asked to become a Washington University Trustee after my husband's death," Mrs. Stamper said, "not to take his place (I couldn't possibly do that), but to continue our active interest in the University."

She also is a member of the board of the Community Associated Schools for the Arts (CASA) and the St. Louis Symphony Society.

Both Mrs. Stamper and her husband grew up in Moberly, Missouri. A year after her graduation from the University of Iowa at Iowa City, they were married and established their home in St. Louis.

She speaks animatedly of the Student Affairs Committee of which she has been a member since she joined the University Board. "I think the students have been great the last few years," she said. A mother herself, she has three grown children, William D., of St. Louis, John S., of Denver, and a daughter, Mrs. Jane Stamper Lake, of Parthenon, Arkansas. Her husband and their father left a great heritage at Washington University. A plaque in Mallinckrodt Center commemorates Howard Stamper's munificence and the Stamper name at the University, and in the Washington University School of Law, the Howard Stamper professorship perpetuates the Stamper name at the University. Daniel R. Mandelker is currently occupying this chair.

Mrs. Stamper was educated at Moberly Junior College, where she earned an associate of arts degree, and then at Iowa University, where she majored in French and Spanish. Later, she supplemented this learning with refresher courses at the Berlitz School of Languages. "I'm not fluent, but I can get by, particularly with Spanish," she said.

The Stamper family traditionally vacationed at Acapulco the last two weeks in March, she remarked, "because it never rains there in March. Other months, yes, but not March!" After her husband's death, Mrs Stamper left town and many memories to spend three weeks in Mexico with a friend.

Traveling is one of Mrs. Stamper's pastimes. She was on safari last year in Africa with a brand-new camera to record the trip. At Serengeti, Tanzania, a friendly giraffe wandered up to her window, and Mrs. Stamper snapped his picture. Much to her disappointment, that photograph and some others turned out badly. "I'm like the fisherman who lets the big ones get away—that's what happened to my giraffe," she said with good humor. Between planes and airports, she keeps busy stitching exquisite needlepoint heirlooms. These, together with traveling and collecting meticulously crafted glass animals, are her favorite hobbies. She leads a busy life, but manages to remain serene and imperturbable. One leaves her apartment with the feeling that she makes an ideal trustee precisely because she is so unflappable.
Elliot H. Stein

Elliot H. Stein is a member of five committees of the Washington University Board of Trustees. He is chairman of the Honorary Degree Committee and a member of the Executive, Nominating, Investment, and Development Committees. Only one other Trustee, I. E. Millstone, is currently serving on as many committees.

"I try to participate actively," says Stein, a member of the Board since 1968, "because I really don't like to be an inactive member of anything. I considered it a great honor to be asked to serve on the University's Board. Making what contributions I can to its successful operations is something I enjoy doing."

Stein's active participation extends to many other civic and community organizations. He is a director of Jewish Hospital (where currently he is vice chairman of the board, and chairman of the finance and budget committees) and of the St. Louis Symphony Society.

He is a director and member of the executive committee of the United Way of Greater St. Louis and a member of the advisory board of the President's Council of St. John's Mercy Hospital, and the Arts and Education Council of St. Louis.

Stein's ties with Washington University go back forty-two years to the fall of 1935, when he enrolled in the University as a liberal arts freshman. Over the next three and a half years, he also attended the School of Business and took one semester of law. In 1939, he left the University to accept a job with the investment brokerage firm of Mark C. Steinberg.

Except for one long interruption, he was with the Steinberg company until 1951, when the firm was terminated at the time of Steinberg's death. During World War II, he spent nearly five years in the Army, serving with the field artillery in Hawaii and the Philippines.

In 1951, he formed his own firm, Elliot H. Stein and Company, and in 1953, joined Scherck, Richter Company. He was elected to his present position as president of Scherck, Stein & Franc, Inc., in 1964.

As president of an investment brokerage firm, with a seat on the New York Stock Exchange, he leads a fast, busy life, with a considerable amount of time in travel and an enormous amount of time on the telephone.

"I've really never had much time left over for hobbies or other personal interests," he says, "I swim in the summer and read a great deal the year round."

One method he employs to keep up with his business and civic duties is to arrive at his downtown office between 6 and 6:30 a.m. each morning. "It's a great time to get things done without interruptions," he points out.

Currently, Stein is a director of several business corporations. He is also a stockholder in the current title-contending Chicago White Sox baseball team. His involvement with the Chicago baseball team goes back to his friendship with White Sox president Bill Veeck, which began when the colorful Veeck was owner of the old St. Louis Browns and Stein was a stockholder in the team.

Stein has taken an active part in the University's major fund campaigns, including the Seventy by Seventy drive and the campaign to match the Danforth Foundation's $60 million grant. He and fellow alumnus and Trustee Hadley Griffin are currently cochairmen of the Capital Gifts Committee of the Alumni Board of Governors.

He is married to the former Mary Ann Bleiweiss. They have three sons and one daughter. The daughter, Mary Elizabeth, who has a bachelor's degree from Stanford University, is enrolled at Washington University as an evening student in the Master of Business Administration program.

A n advantage Stein sees in service on the University Board is the opportunity to meet with and get to know the students. "I haven't had as much contact with the students as I would have liked," he says, "but I've had pretty good exposure and I've greatly enjoyed it."

"I am deeply impressed with the quality and the intellect and the interest of the students I have met," he adds. "One of the important things they have going for them is self-confidence. It's a much more complex and demanding world now than when I was a student. They're good but they know that in today's high-pressure world, they have to be good to make it."
When Armand C. Stalnaker was elected to the Washington University Board of Trustees two years ago, he brought to the position background experience that is ideally suited for a university trustee.

Stalnaker, as chairman and president of General American Life Insurance Company, a large national firm with headquarters in St. Louis, is an outstanding business executive with long experience in the management of a large and complex organization. As an active civic leader, he has great interest in and concern for the city's civic assets, which include its universities.

He is also a former university professor and administrator. Holder of a business administration degree from the University of Cincinnati, a master's degree in economics from Pennsylvania, and a Ph.D. degree in personnel psychology from Ohio State, Stalnaker from 1946 to 1950 was on the faculty at Ohio State, where he also served as commerce placement director.

Stalnaker feels that his background does give him added perspective on the operations and problems of a university, but he hastens to add, "Remember, my experience is twenty-five years in the past and there have been many changes."

In 1950, he left the academic world and joined Prudential Insurance Company in Newark, New Jersey. "While I greatly enjoyed teaching, I found that I was getting more and more involved in administration," he recalls. "I felt that if I was going to become an administrator, I'd rather do it in business than on a college campus. I think a college campus is one of the toughest administrative locations there can be."

After thirteen years with Prudential, he came to General American in 1963 as administrative vice president. General American is a mutual company offering life, health, and retirement plans for both individuals and groups. With assets of more than one billion dollars, it ranks among the top fifty of the approximately 1800 life insurance companies in the United States.

Since coming on the University Board, Stalnaker has played an active role. He is chairman of the Investments Committee and a member of the Educational Policy Committee and the Development Committee.

Looking at the role of a trustee from the perspectives of a trustee and a former university teacher and administrator, he sees three main areas of responsibility.

"The first responsibility of a trustee," he believes, "is to be sure that there is a clear concept of the purpose of the institution. Trustees don't decide this and should not in isolation, but they are the focal point at which it finally all comes together."

"On a very long-range perspective, they must decide what is the fundamental nature and purpose of the organization." Secondly, he feels, the Board "has the ultimate responsibility for designating the management of the institution and evaluating its performance."

Finally, he points out that the Board should have the longest time perspective of anyone associated with the organization. "The Board has to say, 'Where is this institution going and is it adequately providing for its long-term future?' Unlike students, faculty, and administrators, trustees are involved enough to care, yet detached enough to be able to make decisions without being unduly affected personally."

Stalnaker feels optimistic about the future of private universities. "The financial support for higher education in this country," he says, "is being rethought and reshaped. I'm inclined to feel that the movement is upward and positive. People are beginning to realize that there is no such thing as a free education."

"There are different ways of paying for it," he adds, "but one of the best bargains in higher education may well be the private educational institution. You get more bang for your buck there then any place else."

As a concerned member of the St. Louis community, Stalnaker is on the boards of Barnes Hospital, the Lindwood Colleges, the area Boy Scouts Council, the YMCA, the St. Louis Regional Commerce and Growth Association, which he chairs this year, and the United Way. He was the Campaign Chairman for last fall's very successful United Way Drive. He is also active in Civic Progress.

When Armand Stalnaker isn't involved with General American, Washington University, or one of his many civic activities, he's likely to be afloat. An ardent sailor all his life, he breaks the routine and gets away temporarily from the problems by cruising the East Coast or the Great Lakes. With his wife, Rachel, and usually another couple, he likes to take one-week sailing trips in their 41-foot cruising ketch.

"It's a great idea for sailing," he says, "and I don't understand why other people don't do it. What we do is fly to where the boat is moored, sail for a week, put the boat into a marina, and fly home. The boat has no home port and we never take more than one week at a time." Using that strategy, the Stalnakers have sailed the Caribbean, the Great Lakes, and most of the Eastern Seaboard. A particular thrill was the trip last year from Annapolis to New York and into New York harbor to mingle with the "Tall Ships."

The key to Armand Stalnaker's approach to business, to civic involvement, to life itself, perhaps, may be contained in one sentence. "The essence of effective management," he has been quoted as saying, "is to be tough about results and tender about people."
William K. Y. Tao

When the Board of Trustees elected William K. Y. Tao as a member two years ago, it reaffirmed a relationship of many years between the University and a man of talent and seemingly limitless energy. As a student, teacher, and engineer, Tao has always felt a deep commitment to Washington University.

Born in Peking in 1917, Tao's childhood years were spent moving from city to city following his father's engineering assignments. His family eventually settled in Tientsin, where, as a high school athlete-scholar, he set a national record in the triple jump. After graduation, he entered Chekiang University to study engineering.

His education was interrupted in 1937 when the war with Japan began. Every summer, the students of the University packed their books, equipment and meagre belongings and journeyed, often on foot, to the front lines, creating makeshift campuses as they travelled. "Sometimes we entertained troops, carried the wounded, and helped in the hospitals." Separated from his family throughout the college years, Tao feels the experience made him more mature and independent.

After graduation and several years of working in China, Tao came to the United States and to Washington University, where he received the master's degree in mechanical engineering in 1950. He was appointed an instructor in the School of Engineering and five years later, began his own consulting engineering firm.

Since then, William Tao and Associates has grown to a nationally recognized engineering organization with over fifty professional employees. Among systems designed by Tao's firm were those for the Equitable Building, CBS-Gateway Tower, Boatmen's Bank, General American Life, Pierre Laclede Center, Missouri Baptist Hospital, and DePaul Community Health Center.

Since becoming a trustee, Tao no longer accepts work from the University. Before his appointment, however, his firm designed the electrical and mechanical systems for Mallinckrodt Center, the Bryan and McMillan buildings, and numerous projects on the WU Medical School campus. He is a member of the Buildings and Grounds, Educational, and Development Committees of the Board.

As an engineer, Tao feels he can make his greatest contribution by seeking solutions to the current energy crisis. "The issue is not energy conservation but energy utilization—using the least amount of energy to do the most work. The lifestyle presently enjoyed by Americans need not be altered. Instead, energy now wasted can be put to use." One solution is to design systems which reclaim energy normally discarded, a concept used in the Pierre Laclede Center.

Solar power also holds great energy potential and Tao has incorporated solar units into some of his projects, including a building in New Mexico for Western Union and NASA. Recently, the solar heating installation for his office building was selected by Energy Research and Development Administration as a demonstration project.

Throughout the years of growth for his company, Tao continued to teach at Washington University. A great source of personal satisfaction for Tao, the classroom has been a useful teacher to him as well. "The classroom challenges the teacher to communicate well and to present knowledge in a polished, understandable manner." He is an affiliate professor in both the Schools of Engineering and Architecture. Nineteen-seventy-seven marks the thirtieth year of his teaching at the University.

Three years ago, Tao approached Dean McKelvey of the School of Engineering with an idea for a new scholarship program. Recognizing that many willing individuals and organizations are unable to endow a long-term scholarship, Tao suggested that donors be allowed to contribute a sum providing $1000 a year for an undergraduate student's four-year program. The idea was enthusiastically approved and since then, forty-five scholarships, totaling $180,000, have been established, many because of the personal efforts of Tao. Among the sponsors are individuals and businesses with no previous connection with the University, who were nonetheless encouraged by the concept. Tao's own gift, the Sho-Hsien Tao Scholarship, is named for his father.

In addition to his involvement with the scholarship program, Tao and his wife, Anne, are active in the Engineering Century Club and the Eliot Society. What spare moments remain in their active lives are devoted to tennis. Under Tao's careful tutelage, all three sons, David, Ph.D. '77, who is presently working on a postdoctoral project at the WU Bio-Medical Computer Lab; Richard, a recent graduate of the University of Illinois and currently a designer for the May Company; and Peter, who will enter as a junior in the School of Architecture this fall, play tennis and still compete with their father in local tournaments. Anne, the most recent tennis convert, rounds out this athletic family.

For someone whose life speaks so much for purposeful action efficiently implemented, it is not surprising that his personal creed would in itself be energy efficient:

"Either do something or enjoy something. For me, what I do and what I enjoy are the same—a commitment to improve the lives of others and the environment around them."
A Peak Too Soon

By Dakin Williams, LLB 42

In the spring issue of the Washington University Magazine, I was pleased to find an exceptionally well-written, thought-provoking, and generally accurate article about my brother, the playwright (you know, Tennessee). And I was enjoying it too, until I got down to that uncomplimentary bit about me, and there I draw the line. The author is Shepherd Mead, whose How to Succeed in Business Without Really Trying has enjoyed tremendous success both as a book and as a Broadway musical. Indeed, my first reaction was one of great joy: "My God, he has mentioned my name!" Being an Illinois politician, or perhaps (as the Chicago-Tribune once said) a "political nuisance," I sensed that here was some more free publicity. A bonanza for Bonzo, so to speak. But then I went on to read exactly what this famous alumnus of Washington University had said about me. And it wasn't good. In fact, I appeared to be a collegiate version of "Tricky Dick" Nixon! To quote (actually I am quoting a quote, as Mead had phrased his paragraph as a quote from one Wayne Arnold):

"Arnold writes that Williams (Tennessee) tried to destroy or remove all the copies of Me, Vasha (Tennessee's losing entry in the English XVI playwriting contest). 'Dakin Williams was still at school. . . . the play was signed out of the files by Dakin's frat brothers (Tekes) until it seemed to them they had all the copies in existence. Just then, Carson (Professor William Glasgow Bruce Carson) would discover the trick and have three more carbons made.' This kept on going, and Arnold doubts that any copies are now left."

The only trouble with this paragraph is that there isn't a single word of truth in it. It is true that as my exceptionally talented, but pathetically shy brother survived this first dramatic disaster at Washington University, and changed his name from Tom to Tennessee, I did become sort of a "trouble shooter" to assist him in legal, social, and even medical setbacks. But this "younger brother" role of mine arose in the sixties, not the thirties! No, I didn't steal any manuscripts from "Pop" Carson's office. Nor did I employ any frat brothers or "plumbers" to do this highly fictional dirty trick for me. In fact, all I knew about Tennessee's ill-fated entry, Me Vasha, was that Tom (Tennessee) had submitted a manuscript to Carson by this title, and that it was good enough to be played over a St. Louis radio station a year or so later. As a freshman at Washington University (who had been a leading actor at University City High School's "Strut and Fret"), I was chosen by Carson to play a character part in Aaron Hotchner's English XVI runnerup play. Whether or not this Hotchner effort was worthy of selection over my brother's can be judged by the fact (as I recall it rather poignantly) that I was doused over the noggin by a pitcher of ice water at the point of dramatic climax!

My next "success" as an actor under Professor Carson came as a spear-carrier in the Carson-Shakespeare campus production of Merchant of Venice. About this time "Boops" Carson discovered who I was: "Do you know who this Dakin Williams is? He is the brother of . . . " At that point my career as an actor at Washington University came to a screeching halt!

However, whatever else may be said about me (one of Carson's proteges encountered me in the Hatchet office and paid me this rather dubious compliment: "Williams, without doubt you are the world's greatest living argument in favor of birth control!") I was not at all shy or retiring, and as it became "perfectly clear" (as Tricky Dick would say) that I was through at Thrusus (W.U.'s Carson-dominated drama club), I began to scheme concerning a possible dramatic "comeback." I rounded up a derelict group of campus literary rejects, (as pitiful a group as that depicted in Tennessee's Summer and Smoke, and its alter ego, Eccentricities of a Nightingale), made myself president, and called it Parnassus.
The spring issue of this magazine carried an article by Shepherd Mead on Tennessee Williams, which prompted this comment from Williams’ brother, Dakin. As well as shedding new light on his brother’s entry in the campus playwriting contest of 1936, Dakin recalls his own experiences as editor of the University literary magazine and his brief acting career on campus.

Dakin Williams (left) and his brother, Tennessee Williams, during a recent reunion in Key West, Florida.

“Why Dakin, how lovely of you to think of me!”
“Valerie, there’s a catch!”
“What is it Dakin, dear?”
“Valerie, sweetheart, you will have to play Hedda opposite my George Tesman in Parnassus’ production of Hedda Gabler.”
“That’s a high price, baby. But I’ll do it!”

That May, Valerie’s gorgeous picture graced the cover of Eliot, and, true to her word, the following fall, Student Life carried the story: “Valerie Brinkman to play lead opposite Dakin Williams in the Ibsen classic, Hedda Gabler.” I don’t know this for a fact, but I strongly suspect that Professor Carson choked on his beer (actually, I doubt that he drank beer) when he read the item in the campus paper. I was, of course, delighted. To this date, I cherish this accomplishment of appearing on stage at Brown auditorium with Professors Carson, Wilkerson, and yes, I believe, the gentleman who inspired me to write this piece, Wayne Arnold, all as members of the audience. All went well until the final scene where Hedda commits suicide by shooting herself offstage.

On stage, I could hear the “click, click” as Valerie was pulling the trigger of her pistol. The darn thing just wouldn’t go off. Trooper as she was, Valerie was undaunted, and simulated the pistol shot by a very hard stamp on the floor with her boot.

“Shot herself!” I shouted. “Shot herself in the temple! Fancy that!” The curtain came down to liberal applause from all sections of the audience except that occupied by Professor Carson and his coterie.

Naturally, Student Life’s critic penned the show, saying, “Oh yes, Dakin Williams played the part of George Tesman in a manner that resembled a dramatic reading with gestures!”

As I said, this was the peak of my career. Much later I was to gather some notoriety as “the Harold Stassen of Illinois” by losing campaigns for Governor and U.S. Senator. Of one of these forays, a Chicago commentator said of me “he peeked too soon.”

In the following months, I continued to court Carson’s ill will by reviewing his Thysrus productions (unfavorably) in Eliot. When Carson made his next venture into Shakespeare (Romeo and Juliet, if I am not mistaken), he gave me an opening for my poison pen by casting a campus actor with a great voice in the romantic lead. Unfortunately, the poor actor had a nose much like Barbra Streisand’s. For obvious reasons, I refrained from making this comparison, but I did state in my review: “In this (unbiased) reviewer’s opinion, the gentleman who played Romeo would have been better cast as the lead in Cyrano de Bergerac.” It was cruel of me to say this, and the next day Professor Carson encountered me at the Brookings end of the quad:

“Williams, read your review in Eliot. Despicable, simply despicable!” In my instance, William Glasgow Bruce Carson did indeed have the last word. In the case of Tennessee and Me, Vasha, Shepherd Mead says that Tennessee has prevailed. Fuzzy Gibbs may write in a Webster Groves Little Theater program about a production of “Summer and Smoke,” “we can admire the play, even though we don’t admire the author,” but in my opinion the verdict of history will find the majority of theater-goers applauding my brother as the supreme artist and sensitive person that he truly is. Shepherd Mead says so too.
Sample College III, the highly successful program for high school juniors described in this issue, is just one of an ever-lengthening list of activities and programs that keeps the campus almost as busy and bustling in summer as it is the rest of the year.

Summer school, for instance, at one time functioned primarily as a way to make up lost credits, pick up a few extra hours, or sample a discipline outside the regular school year. It still serves those purposes but its role has greatly expanded in recent years. Students in summer sessions this year range from high school juniors with outstanding records seeking college credits to graduates of Washington University and other colleges and universities working toward advanced degrees.

This summer there were seven separate programs scheduled: an intensive three-week daytime session, two five-week daytime sessions, and eight-week evening session offered through University College, and special summer courses sponsored by the School of Law, George Warren Brown School of Social Work, and Sever Institute of Technology. Enrollment in the Summer School and University College courses alone was about 3500. These two divisions offered more than 300 different credit courses for this summer.

Programs of particular interest this summer are three specialized workshops in theatre production, a complete range of premedical courses, a wide array of urban studies courses, and a fine arts program which includes a summer art workshop for high school students.

Some thirty-seven workshops and programs of special interest to teachers were also scheduled for this summer. Subject matter included legal rights and responsibilities of teachers, learning and teaching about women, black studies, journalism, and professional development.

All summer long, too, there are conferences, short-courses, seminars, symposia, and colloquia going on at Wohl Center, Mallinckrodt Center, Alumni House, in the academic and research buildings on both the Hilltop and the medical campuses, and at the University's beautiful Bromwoods Residential Conference Center in outstate Missouri.

Just a brief sampling of these many programs gives some idea of their wide diversity. Picked from just one list at random are: a review course to assist student nurses preparing for State board examinations, the International Women's Year Missouri Conference, a seminar on Principles of Drug Action, a course on Zero-Based Budgeting, and the Midwest Weavers' Conference.

The campus was also the setting this summer of the fifth annual Washington University Summer Dance Institute. This year, the Institute brought three leading dance companies to the University: the Phyllis Lamhut and Kathryn Posin companies, and the Nikolais Dance Theatre.

This is the second year that national companies have come to the area to perform at the Mississippi River Festival and to teach at the Institute. It gives students from throughout the country the opportunity for intensive study with leading dancers, choreographers, and dance companies.

For the second summer in a row, Edison Theatre offered an outstanding program by the Edison Summer Stock Company. This summer's offerings, which drew large audiences to the campus theatre, were three comedies: Anatol by Viennese writer Arthur Schnitzler with lyrics by Tom Jones; Molière's Tartuffe in a new translation by poet Richard Wilbur, and Noel Coward's Blithe Spirit.

The Summer Film Festival scheduled a program for this year that presented weekly screenings of classic motion pictures ranging from Rose Marie, with Nelson Eddy and Jeanette McDonald, to Lolita.

Of course, this summer, as in so many past summers, the Brookings Quadrangle was the setting for the Little Symphony concerts. A St. Louis institution by now, this popular series presents an excellent small orchestra, composed for the most part of St. Louis Symphony members, with outstanding guest soloists and conductors.

The Gateway Festival Orchestra, under the direction of William Schatzkar, WU professor of music, is again presenting a series of Sunday evening concerts this summer in the same outdoor Quadrangle setting.

All of these many programs are just the more visible activities that make the University such a lively place during the summer. But, of course, there is much more going on. Research and scholarly investigation continue throughout the summer in laboratories and libraries and in field locations throughout the world.

On the medical campus, teaching, research, and patient care don't even begin to slow down for the summer.

There is also the quiet activity behind the scenes that gains momentum as summer goes on—the myriad of preparations that must be made for the start of regular classes and the influx of students in the fall. The Admissions Office is busy all summer, of course, in preparation for the incoming students as are all other offices and departments concerned with student affairs, activities, and services. There may have been a time when summer was a quiet interval on campus, but those days are gone forever.

—FO'B
Brookings Quadrangle was filled to overflowing this spring for the University's 116th annual commencement. More than 2600 students received degrees.